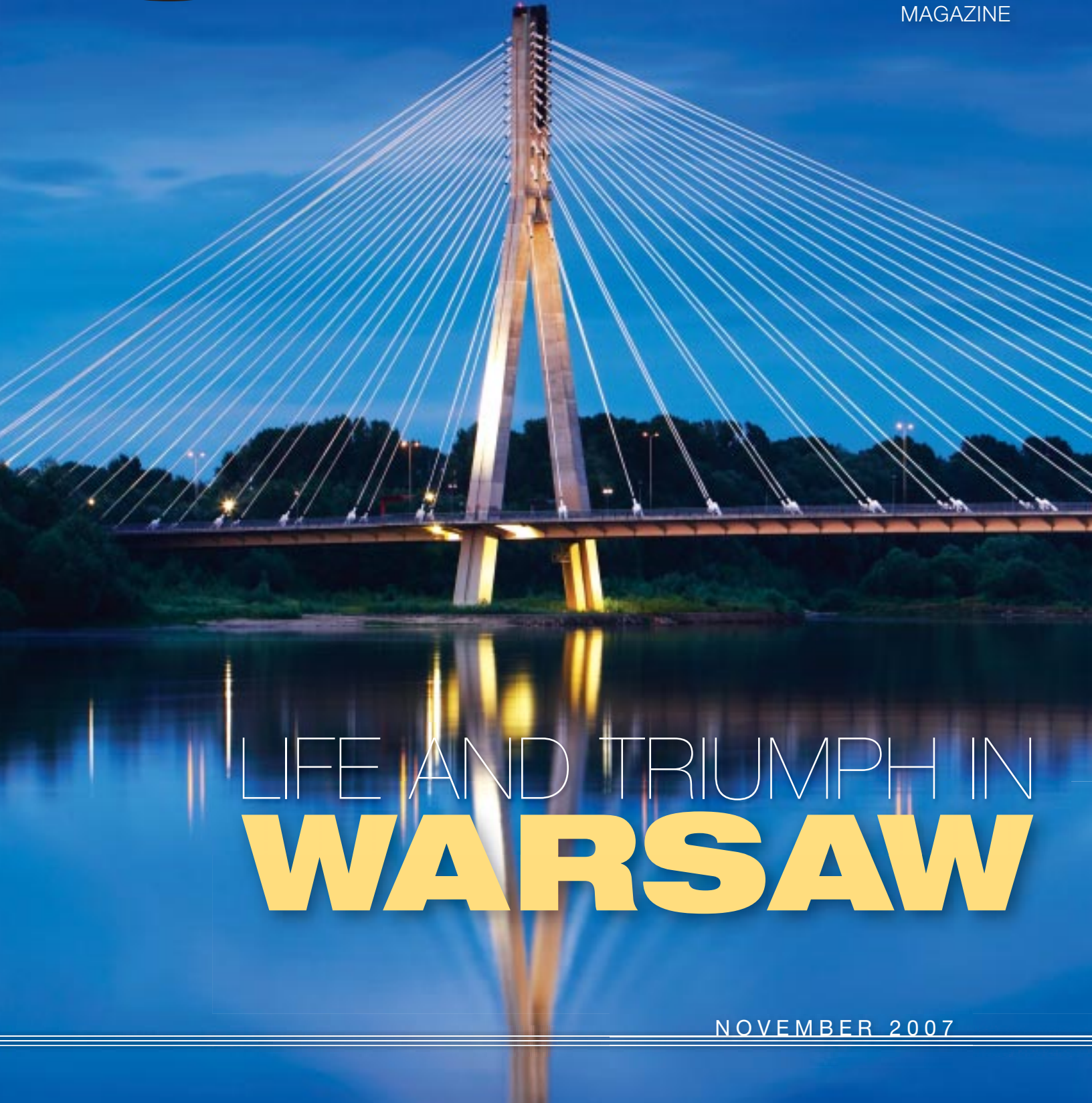


U.S. DEPARTMENT OF STATE

STATE

MAGAZINE



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WARSAW

NOVEMBER 2007

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The modern, cable-stayed Swietokrzyski Bridge has become a Warsaw landmark. Photograph by Allan Baxter/ Image Bank

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The Best Place to Work

I would like to share with you what I consider to be our most important priorities in Human Resources.

We pledge to provide the best customer service to the talented members of our State Department family. But it doesn't stop there. We are also committed to assisting retired annuitants and those just contemplating retirement. We will seek additional professional development opportunities for Civil Servants, Locally Employed Staff and Eligible Family Members. We are excited about our new Foreign Service Examination and assure you that it will remain merit-based and free from outside influence. We will take advantage of new technologies to streamline our services.

We in HR are dedicated to making the State Department an even better place to work.

We value your service to our country. Your work is important and critical to America's success. We, however, now live in a post-9/11 world where the needs of the Department have changed considerably. As a result, we have had to ask many of our men and women to serve while their families are elsewhere. I know that has not been easy. The number of difficult posts has grown, and we must staff them. We do pledge to have a transparent and fair assignment system that ensures that everyone does their part.

We all need to support each other. Only by drawing on the talents of the fine men and women who make up the State Department will we be able to meet the challenges



before us. We will seek your assistance in implementing Secretary Rice's vision of transformational diplomacy. Most notably, this summer, many of us pitched in to help meet the record demand for passports from Americans wishing to travel abroad. Having spent two weeks on "team passport," I can attest to the dedication and teamwork involved in serving where we had an urgent need.

Like a successful family, we need to hear all voices. We in HR are here to serve our colleagues efficiently and well. We want to hear your ideas and feedback, as well. We welcome your suggestions via unclassified e-mail at "DG Direct." Please tell me what you think and how we are doing.

"We in HR are here to serve our colleagues efficiently and well."



Holocaust Memories

Glancing through some past issues of *State Magazine*, I came across "Just Measures" (April), depicting how State helps the world remember the Holocaust.

We survivors are ever grateful for any efforts to help the world remember. But we also must work toward keeping memories alive within our own families. As grandchildren and great-grandchildren grow, the Holocaust recedes further and further into history. Soon, the only witnesses to the horrors may be old yellowed documents saved by survivors.

A postcard written by my mother and smuggled from her place of incarceration in Vienna, Austria, reads: "You simply cannot imagine the comings and goings here. Tomorrow we leave, whereto we do not know."

On November 28, 1941, the cattle cars rolled eastward, to Minsk. On arrival there, my mother and hundreds of others were taken to the nearby forests and shot by Nazi firing squads.

Frances Nunnally
Richmond, Va.

Ambassador Crocker

On a cold February 2002 morning in Kabul, standing in a stone bunker next to an old kerosene stove, Ambassador Crocker presented me a Certificate of Appreciation for support work I did in reestablishing the American Embassy. That bunker no longer exists, but the certificate is proudly displayed in my den next to a personal note of thanks from Secretary Lawrence Eagleburger given to me in 1993.

I recently sent Ambassador Crocker a simple note expressing heartfelt appreciation for the professional, dedicated work he has done for our country over the years, often under difficult circumstances.

As a regional technical specialist, I served at more than 100 embassies or consulates. I also provided direct service to secretaries from George Shultz through Colin Powell as we traveled to the four corners of the Earth. I only relate this experience to confirm that I know of what I speak when my fellow citizens of South Dakota ask me what ambassadors are like. I most often respond with fond memories of working for Ambassador Robert Kimmitt, Ambassador Bob Frasure and Ambassador Ryan Crocker. All professional, but warm, caring human beings.

John G. Murphy
Foreign Service, retired

Language Studies truly appreciate your comics page, especially when it refers to learning languages. One of my responsibilities in the language school is to display pictures of special events and programs on the dean's bulletin board.

Previously, I had your "New Language Courses Offered!—Intermediate Ickystanese" comics page (Brian Aggeler, 2004) on display. Today, I eagerly put on display the comics page "Lying in State: Keys to Learning Foreign Languages" (Aggeler, September). I have heard laughing in the hallway.

We look forward to seeing more comics on language learning.

Faye Hartgrove
*School of Language Studies
Foreign Service Institute*

Comics Page

Staff and students at FSI's School of

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NEWS



Program Management Office staffer Jon Gear tees off on the course's 18th hole.

Teeing Off for Charity

IRM Golfers Support Juvenile Cancer Care

Members of the Bureau of Information Resource Management's Global Information Technology Modernization program competed in August with 15 other organizations in a charity golf event to raise money for the Association for the Support of Children with Cancer, ASK.

GITM staff comprised the majority of the 102 golfers who participated at the Golf4ASK tournament. Together with

participants from such companies as Hewlett Packard, ManTech International and Continental Airlines, GITM helped raise \$18,500 for the association through golfer's fees and the sale of mulligans and raffle tickets.

Founded in 1975 by a small group of concerned parents and pediatricians to create a support and information network for families facing the diagnosis of juvenile

onset cancer, ASK now provides social, financial, spiritual and emotional support for children with cancer and their families. Its projects include funding for the positions of nurse practitioner, chaplain and child life therapist in the Virginia Commonwealth University health system; organizing recreational trips to museums and amusement parks for children and their families; and providing financial aid to families facing the economic burden of fighting cancer.



Embassy Bogotá's Narcotics Affairs Environmental Officer Courtney Beale, left, helps a local volunteer collect debris along the trail.

Embassy Bogotá Employees Remove Trash at Scenic Site

To commemorate World Clean Up Day in September, entry-level officers of the U.S. Embassy in Bogotá and representatives of the Bogotá mayor's office collected debris at one of Bogotá's most scenic destinations, Monserrate. Forty volunteers spent three hours removing more than 400 pounds of trash from the path to this famous shrine. Local television covered the event, and visitors to Monserrate cheered.

World Clean Up Day is an initiative begun by the United Nations Environment Programme to encourage environmental activities such as walking to work or school, planting trees and cleaning up local parks and waterways.

IRM REVISES A COMPUTER SECURITY PROCESS

To meet industry standards for securing information technology systems and data, the Department regularly certifies and accredits its systems. Over the past year, the Bureau of Information Resource Management's Office of Information Assurance has transformed the domestic IT systems certification and accreditation process to enable more partnering with bureaus, provide transparency and reduce costs.

Catherine Russell, Executive Director of the Foreign Service Institute, said there is now "more open, honest communication and collaboration" in the C&A experience.

Chief Information Security Officer John Streufert directed IRM/IA to change to the C&A process to provide bureaus with more control. Bureaus now contract with contractor-staffed Tiger Teams directly for C&A, and IA oversees the process to ensure requirements are met.

Cost has been a large concern. The new, more streamlined C&A Tiger Team process helps reduce the C&A price tag. All documentation is gathered before the C&A kickoff meetings, increasing the effectiveness and productivity of Tiger Teams while they're on the clock. To further reduce costs, bureaus are updating system patches and documentation before C&A and allowing Tiger Teams to access their systems. During the second and third quarters of 2007, many C&As were completed below initial cost estimates.

To provide transparency, Tiger Teams are placed at the direction of the bureaus. No work begins until the bureaus know what will happen, when it will happen and who is responsible. After work begins, bureaus get weekly status updates on the progress, costs and risks of their C&As. Bureaus also have a contact who coordinates meetings, answers questions and keeps communication open.

Russell said this means she "didn't need to get engaged [in the C&A] because everyone knew their roles and responsibilities and worked to fulfill them."



Triathletes Race for Breast Cancer Research

The "Tri-IT-Ladies" from the Bureau of Information Resource Management took part in the Danskin 2007 Women's Triathlon in Sandy Hook, N.J., in September. The four—from left, Stacey Hopkins, Kathleen Lively, Shari Wagner and Maribel Pulido—swam a half-mile in choppy bay waters, did a windy 11-mile bike ride and ran three miles. They raised more than \$1,000 to support breast cancer research.

On completing the race, Wagner, a two-time cancer survivor, said, "You take what life throws at you and work with it."

"Well, life has thrown me wonderful friends and family, and a now-healthy body. Being able to finish this triathlon is a victory."

The Danskin Women's Triathlon Series is the largest, longest-running multi-sport series in the world and raises funds for the Breast Cancer Research Foundation and TeamSurvivor. The triathlon has 1,800 participants, including first-time and veteran triathletes.



Cutting the ribbon to open the new compound were, from left, then Ambassador James F. Moriarty, Prime Minister Girija Prasad Koirala, Robert L. Hugins, then acting Deputy Chief of Mission, and Shama Pande, a program management assistant with the U.S. Agency for International Development.

STATE

M A G A Z I N E

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The submission deadline for the January issue is November 15. The deadline for the February issue is December 15.

NEW EMBASSY COMPOUND OPENS IN KATHMANDU

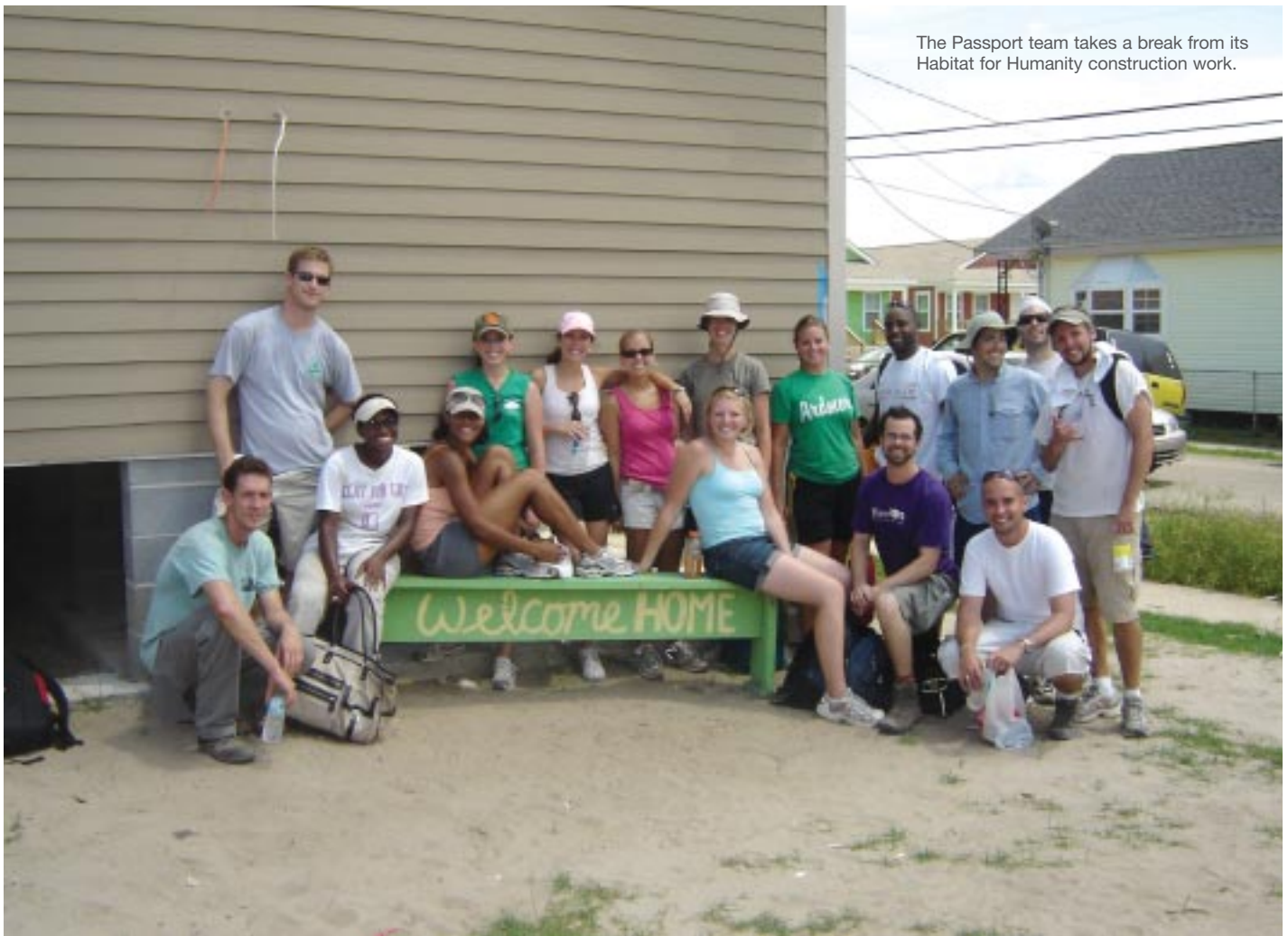
In July, the U.S. Embassy in Kathmandu opened a new embassy compound, an \$80 million, state-of-the-art facility housing, for the first time, the entire U.S. Mission to Nepal. The "green building" provides the American officers and Nepali staff with a clean, environmentally friendly work environment and is safe and secure. In his dedication speech, Ambassador James F. Moriarty said the new compound "...is a fitting symbol of America's commitment to a lasting friendship with Nepal."

Web-based Tool Enhances FSO Selection

The selection of a Foreign Service officer has historically been a time-consuming, paper-based process. The Bureau of Human Resources is automating the FSO selection process and has developed a Web-based Qualification Evaluation Panel application that organizes candidate information for easier review and rating.

QEP captures key information, such as the test scores, personal information, narratives and essays that are part of a candidate's electronic file. The application allows panelists to review these files in random batches and rate each candidate. After ratings are saved and the batch is completed, panelists electronically submit their results. Batches are then compared and discrepancies can be resolved using the guides and tools in QEP. Thus, QEP accelerates the selection of candidates for the oral assessment and eliminates reviewing thousands of paper files.





The Passport team takes a break from its Habitat for Humanity construction work.

PASSPORT VOLUNTEERS HELP NEW ORLEANS REBUILD

A group of Washington-based Department employees who arrived at the New Orleans Passport Agency in July to help alleviate the passport backlog also helped the city rebuild from the damage of Hurricane Katrina.

Two years after Katrina, thousands of families have still not settled into permanent homes, and entire neighborhoods remain ghost towns. To help provide housing to some of those displaced by the hurricane, the Passport team volunteered with Habitat for Humanity, a faith-based nonprofit that builds simple, affordable homes for the needy. For seven Wednesdays, starting at 7 a.m., between 12 and 25 volunteers met to work on Habitat projects, mainly on Musicians' Village, a neighborhood that will provide 70 homes for displaced New Orleans musicians and other families.

The volunteers ended their workdays at the Habitat site at 2 p.m., had a couple of

hours to shower and change, and then reported for a full eight-hour shift at the Passport Agency. Then, if they loved jazz or New Orleans cuisine, they would go out to a nightclub or restaurant, said volunteer Shaun Coughlin, whose New Orleans food favorites included "po' boy" sandwiches and alligator cheesecake—he likens it to quiche.

He also recalled how, in conversations struck up with local shopkeepers and homeowners, he and his teammates were always being thanked for helping the city rebuild.

Coughlin said Musicians' Village, a Habitat project inspired by the city's musical heritage, looks much like other local neighborhoods, except for the houses' bright yellows, greens and blues. The colors are "an outward show of the vibrancy" the project hopes to bring back to New Orleans, he said.

Coughlin admitted that he arrived with little in the way of construction skills but, being "good at taking directions," he learned

roofing and how to install siding from Habitat's onsite specialists.

"The only skill I brought was sarcasm," joked another volunteer, Brendan Doherty. Yet Doherty was far from sarcastic as he spoke of the warm feeling he felt as he saw volunteers at one home site mingling with the family that would call it home. One volunteer "had three kids in her lap," he said.

To the team, he said that house "became more than a building, a physical structure."

He and his teammates were also painstaking in their work. As he put it: "That house has to stand up to a hurricane; so we couldn't be willy-nilly."

Because passport processing has returned to normal, the volunteers are largely back at their original jobs in the Department. Coughlin is a management analyst with the Office of Management Policy, Rightsizing and Innovation, and Doherty is a foreign affairs officer in the Office of War Crimes Issues.



Cheron Carlson, left, campaign manager of the CFC charity Earth Share, discusses its programs with Principal Deputy Assistant Secretary for Human Resources Heather M. Hodges during the kickoff event.

Giving Tree

COMBINED FEDERAL CAMPAIGN HAS STRONG ROOTS WITHIN THE DEPARTMENT

BY ED WARNER

The State Department's 2007 Combined Federal Campaign officially got under way in October with a kickoff event at Main State, but most employees likely learned of the CFC fund drive when contacted by their "keyworker." The campaign is based on a network of keyworkers, who make the personal contacts, and on bureau-level campaign coordinators, who recruit and support the keyworkers.

But keyworkers and coordinators are not the Department's only link with the CFC; several Department-related organizations are CFC-qualified charities. Those charities provide scholarships to the Diplotots child-care program, pay for the travel of retired Foreign Service officers who voluntarily speak about U.S. diplomacy nationwide and ease the financial needs of family members of Bureau of Diplomatic Security officers killed or injured in the line of duty.

The CFC annually gives federal employees

the opportunity to give to the roughly 3,600 charities in its catalog, where each charity is accompanied by a new five-digit code and a short summary of its work. Alternatively, donors may give to the CFC general fund, which is disbursed to all of the catalog's charities. Donors may remain anonymous or have their name associated with their gift. They can give as little as \$1.

While donors can give a check or cash as a lump-sum gift, they typically specify a sum that will be deducted from their paychecks over a year. They can allocate that sum to

any number of charities—the 2007 pledge form now has spaces to list the codes of 10 charities (only five were on last year's form), and donors can even add more charities to that list if they wish. Employees can also give via Employee Express and print the resulting forms for tax purposes.

Among the charities in the CFC catalog is the DS Special Agents Foundation, which provides financial assistance to relatives affected by the illness or death of any security employee protecting the Department. The fund, therefore, assisted the children of the two Fairfax County, Va., police officers killed near DS facilities outside of Washington, D.C., last year. When the assistant regional security officer at the U.S. Embassy in Baghdad was killed, the foundation made a substantial donation to an education fund for the victim's son, said foundation Manager Sheila Kagalis. The foundation's only employee, Kagalis has a



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Top left: The Department's CFC campaign manager, Patricia Pittarelli, shows campaign coordinator Shelly Kornegay a printout of CFC giving. **Bottom:** From left, Samuel Jones Jr. and Bunyan Bryant discuss their CFC charity, Concerned Black Men Inc., with Teddy Taylor, deputy assistant secretary of the Bureau of Human Resources. **Above:** Susan Parker, director of disability policy and research at the Labor Department, instructs a class of the Department's CFC keyworkers.

daughter who works for DS and a husband at the Bureau of International Narcotics and Law Enforcement Affairs.

The DS agents foundation also has a college scholarship fund, as does the American Foreign Service Association, another CFC charity associated with the Department. One of its two CFC charities, AFSA's scholarship fund for Foreign Service children, most recently gave \$138,000 worth of scholarships to 52 college students, based on need, and \$28,000 to 25 other students, based on merit. AFSA's other charity, the Fund for American Diplomacy, underwrites an essay contest for students—first prize is \$2,500—and runs a speakers program, both with the aim of broadening understanding of U.S. diplomacy.

A Department-related charity that's new to the CFC lineup this year is the National Council for International Visitors, a nongovernmental organization that works with the Bureau of Educational and Cultural Affairs to operate the International Visitors Leadership Program. Two other CFC charities focus on Foreign Service officers. The Senior Living Foundation serves retired Foreign Service officers and their families (*State Magazine* September 2007), and the Association for Diplomatic Studies and

Training supports the training of diplomats and oral histories, publications and exhibits.

This year, the Department's CFC goal is \$2.1 million, just slightly higher than last year's \$1.95 million. The 2007 goal was set by the Department's CFC campaign manager, Patricia Pittarelli, in consultation with others in the Department, and is a fraction of the National Capital Area's overall CFC goal of \$60 million.

To meet the Department's target, each bureau receives a goal, which Pittarelli said is largely based on its number of employees and last year's total contributions. For Pittarelli, the campaign is part of her job assignment as employee relations specialist in the Bureau of Human Resources' Office of Employee Relations.

But, she added, "There's fun involved when you run a campaign."

Pittarelli said that, among the bureaus, the one that often meets its goal first each year is the Bureau of Population, Refugees and Immigration. There, CFC coordinator Nancy Iris attributed PRM's success to the bureau's mission, humanitarian assistance.

"We're willing to use our own money, not just the taxpayers', to do good works," she said, noting that PRM has won nine Presidential Awards, CFC's highest honor.

At the Bureau of Public Affairs, "We always meet our goal," said its coordinator since 2004, Jacqueline Norris. To meet the goal, the bureau has supplemented employee giving by selling hot dogs and raffling gift baskets, said Norris, a foreign missions program specialist.

At the U.S. Embassy in Port of Spain, Christine Lewis, chief of the nonimmigrant visa unit, said she is coordinating the campaign because "I love working for CFC [and assisting] organizations to be prepared to help when people need help." She said the Hurricane Katrina and September 11, 2001, crises made clear that the need for help arises unexpectedly and organizations "need money today to be ready to help when disaster strikes."

Even a small sum can have a big impact: \$5 per pay period—about the cost of a sandwich—underwrites the cost of four HIV/AIDS patients attending a community education program, observed Susan Parker, a Department of Labor executive on loan to State Department to facilitate its fund drive.

More information on the CFC campaign is available at hrweb.hr.state.gov/prd/hrweb. ■

The author is deputy editor of State Magazine.



Young female orangutan in the forest.

Survival at Stake

EFFORTS MADE TO PRESERVE HABITAT AND SAVE ORANGUTANS

**BY JEFFREY ASHLEY,
BIRUTE MARY GALDIKAS
AND SUZANNE BILLHARZ**

Indonesia's central Kalimantan Tanjung Puting National Park is a verdant, wild forest that we visited as an embassy delegation led by the chargé d'affaires from the U.S. Embassy in Jakarta, John Heffern.

There, we heard a sudden crashing in the trees and saw a flurry of orange-red apes charge through the rain-drenched canopy—the elusive orangutans. We watched them swing through the vine-gripped foliage, peering down at us with penetrating, pensive eyes, and felt lucky to observe these human-like primates deep in the primeval forest of Borneo.

Sadly, such moments may be transient: Orangutan habitat is in jeopardy. Without urgent and critical conservation

intervention, the rain forest is at risk of destruction and the orangutan at risk of extinction.

Numbers Declining

Ten thousand years ago, orangutans (Indonesian for “people of the forest”) roamed in vast numbers all over the rain forests of Southeast Asia. Now found only on the islands of Sumatra and Kalimantan (Indonesian Borneo), orangutans are the largest tree-living mammals in the world and share with humans 97 percent of their DNA. For centuries, the region's indigenous people did not harm them, believing orangutans to be people.

Today, orangutans are threatened with

extinction as their numbers rapidly dwindle on both islands. In Sumatra, 7,000 exist but appear to be decreasing by 1,000 per year. On nearby Kalimantan, about 43,000 exist but the number is decreasing as habitat is destroyed. Some estimates indicate that lowland rain forest will disappear within the next 20 years.

The threats to orangutan survival in the wild are numerous and difficult to resolve. Loss of habitat, due to illegal logging and the large-scale conversion of land to oil palm plantations, is the most significant threat.

As human populations have increased in Indonesia over the past 20 years, orangutan habitat has decreased by more than 80

percent. Poor forest conservation practices, improper land use allocation and inadequate law enforcement degraded orangutan habitat and led to forest fires. Between 1997 and 1998, fires ravaged Indonesia, destroying almost 25 million acres of forest and woodlands.

Building Safe Havens

Through the efforts of World Education and the Orangutan Foundation International, which is funded by the U.S. Agency for International Development, the Tanjung Puting forest is now a relatively safe haven for orangutans, as nearby villages have improved their agriculture. The Tanjung Puting is the largest, most diverse protected portion of the rain forest that once covered most of southern Borneo. At 400,000 hectares of fairly intact habitat, it provides sanctuary for an orangutan population of 6,000, one of the world's two largest orangutan populations. It is also home to 180 species of mammals, seven other primate species and more than 220 species of birds and other threatened animal species unique to the region.

World Education and OFI have collaborated to unite the interests of the park and nearby villages by providing visible, daily support for the communities. OFI has also set up community patrolling of the national park, established 17 guard posts at strategic locations and co-manages the park with the park authority. As a result,

illegal logging and other illegal resource extraction has stopped.

USAID, meanwhile, in 2007 launched a new \$8 million program to maximize protection and long-term survival of viable orangutan populations in the wild. This Orangutan Conservation Services Project will mobilize stakeholders around land-use policy and decisions; establish improved networks among law enforcement and conservation management; create sustainable financing for long-term conservation goals; and strengthen partnerships and coordination among conservation organizations, the private sector and Indonesian agencies. OCSP is implemented by Development Alternatives, Inc., in partnership with Orangutan Foundation International, The Nature Conservancy and other nongovernmental organizations.

These and other efforts will focus attention on orangutan habitat and on maintaining sustainable conservation for decades to come. With concerted international and Indonesian support, the world may continue to enjoy the beauty and ecological importance of the rain forest and the orangutans that grace its canopies.



Dr. Birute Galdikas holds a baby orangutan.

Without focused attention, rain forest destruction and extinction of these great apes is inevitable. ■

Dr. Jeffrey Ashley is director of USAID/Indonesia's Basic Human Services Office. Dr. Birute Galdikas, an orangutan specialist and founder and director of Orangutan Foundation International, guided the delegation's visit. Suzanne Billharz is an environmental specialist with USAID/Indonesia.

OES TAKES ACTION

OES Protects Orangutans, Wildlife Habitat

The Bureau of Oceans and International Environmental and Scientific Affairs has also undertaken recent actions to protect orangutans and their habitat.

The director of OES, Assistant Secretary Claudia A. McMurray, visited Indonesia in July to meet with Indonesian officials and underscore U.S. support for combating illegal logging and protecting orangutans through such measures as combating wildlife trafficking and supporting cross-border efforts to establish habitat corridors. On this trip, she visited the Wehea Protected Forest Research Station in East Kalimantan, Borneo, to engage and encourage Indonesian field conservation staff.

In addition, McMurray formed the Coalition Against Wildlife Trafficking, a partnership of governments and nongovernmental conservation organizations that will work to combat the \$10 billion annual illegal trade in wildlife. The coalition, with funding from the Department and USAID, facilitated the establishment of the Wildlife Law Enforcement Network of the Association of Southeast Asian Nations to improve communication and cooperation among the region's wildlife law enforcement authorities. One of that organization's earliest successes was the 2006 repatriation from Thailand to Indonesia of 48 illegally taken orangutans.



In November 2006, the United States and Indonesia signed a landmark agreement on combating illegal logging and associated trade, the first of its kind for both countries. The agreement is designed to promote forest conservation and to help ensure that Indonesia's legally produced timber and wood products continue to have access to markets in the United States and elsewhere.



SKILL BOOSTERS

GRANTS HELP FOREIGN
SERVICE FAMILY MEMBERS

**BY VICTORIA NIBLOCK AND
KATHRYN VIGUERIE**

PHOTOGRAPHS: (ABOVE): CORBIS; (OPPOSITE PAGE): SAMUELWE FAMILY CENTER



Children play at the Samukelwe Family Center in Swaziland, as shown in a still from the promotional video produced by Mwana Bermudes for the center.

Irina Wunder, a classically trained dancer, had spent her career in development, so when she moved with her Foreign Service husband to Lima, Peru, she used that experience to establish a dance program at a nongovernmental educational facility. Her program helps underprivileged youth who have learning and physical disabilities use dance to overcome their challenges.

But, when Wunder wanted to improve her teaching skills, she found no accredited training or continuing education programs in dance instruction in Peru.

Undeterred, Wunder took advantage of a Cox Professional Development Fellowship offered by the Family Liaison Office. This pilot program was funded by the Una Chapman Cox Foundation, which provides career-enriching activities for Foreign Service personnel and family members. The fellowship helps family members, particularly those in hardship posts where professional development opportunities are limited, to maintain, enhance and develop their professional skills.

Now in its third year, the program provides grants of up to \$2,000 for professional enrichment activities, including continuing education, distance learning, participation in professional conferences, dues for membership in professional organizations and small business start-up costs.

Wunder used her grant to take an intensive training course in dance instruction at

the prestigious Laban University in London. She then returned to Peru with new ideas and innovations to transform her students' disabilities into "dance-abilities." Wunder currently serves on the board of directors of the Peruvian National Council of Dance, recently directed a community dance festival and is about to begin a graduate program in dance science.

Because opportunities for Foreign Service family members to develop their professional skills are limited overseas, FLO Director Ann DeLong Greenberg said, "The Cox Professional Development Fellowship is a golden opportunity for family members to pursue their career goals."

Indeed, applications have steadily increased over the past three years, and the program is now one of FLO's most popular employment initiatives. Almost 400 applications have been submitted and 155 fellowships have been awarded, 80 percent of them to applicants at hardship posts.

Mwana Bermudes, an aspiring professional photographer and multimedia producer in South Africa, used his 2006 Cox grant to purchase a video camera for his home studio, to professionalize his multimedia business. With the new camera, he produced a video documentary of a community development project in Swaziland. The video helped his fledgling business and was also used as a fundraising tool by the project, he said, adding that the

video spurred a significant increase in contributions.

Jocelyn Sindelar, a family member employed at the American Institute of Taiwan, was granted a Cox Fellowship in 2007 to get her certification for Teachers of English to Speakers of Other Languages. Sindelar had enjoyed teaching English to Vietnamese refugees more than 20 years ago and knew the certification would allow her more career opportunities. On receiving her TESOL certificate, Sindelar started her own advanced English class for Foreign Service Nationals in Taiwan. She eventually hopes to teach English as a Second Language at an international school.

"I am truly grateful for this program, which allows [family members] to achieve their professional and career goals and contribute to life overseas," she said.

As more spouses become aware of the Cox Professional Development Fellowship, the program expands every year.

"This is an initiative whose time has come," Greenberg said. "The response to the program each year reflects not only the need for this type of family support, but also the scope of talent and entrepreneurship that family members bring to the Foreign Service." ■

Niblock was an intern in the Family Liaison Office; Viguerie is the office's communications and outreach coordinator.



Paula DeSutter, Assistant Secretary of State for Verification, Compliance and Implementation, passes the pen to Russian Ambassador Yuri Ushakov as they re-sign the agreement that, in 1987, established the NRRCs.

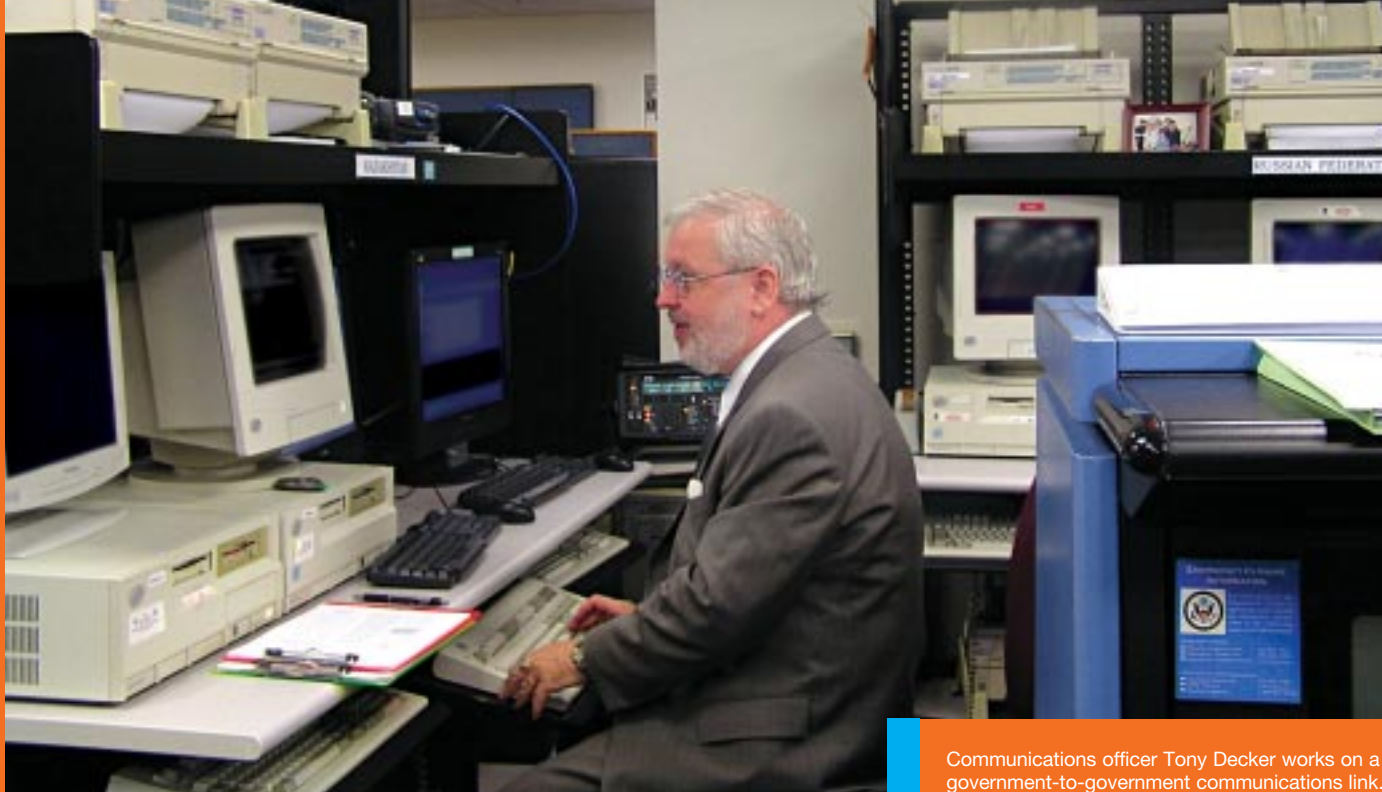
Peace Through Clarity

Nuclear Risk Reduction Center Celebrates 20 Years **By David L. Way**

Which State Department office generates by far the most cables, accounting for more than 5 percent of SecState cables each year? The answer is the Nuclear Risk Reduction Center, which operates the United States' communications links for exchanging with foreign governments information on arms control treaties and security agreements.

September 15 marked the 20th anniversary of the U.S.-Soviet agreement establishing the Nuclear Risk Reduction Centers. Conceived by a congressional working group sponsored by Senators John Warner and Sam Nunn in the mid-1980s, NRRCs were seen as a way to lessen U.S.-Soviet tensions. The U.S. NRRC and its Soviet counterpart were formally recognized in the NRRC Agreement, signed by then-Secretary of State George Shultz and Soviet Foreign Minister Eduard Shevardnadze in 1987.

The tensions and distrust between the United States and the Soviet Union spawned a novel and rather revolutionary concept: Rather than try to hide everything, the two superpowers would engage in mutual transparency through the NRRCs. The two sides were ready to begin operations by April 1988, just in time for implementation of the Intermediate-Range Nuclear Forces Treaty a few months later.



Communications officer Tony Decker works on a government-to-government communications link.

Risk Management

For 20 years, the centers helped reduce the risk of nuclear war by using transparency and communications to avoid misinterpretations, miscalculations or accidents. Clearly, the NRRC is a milestone of the late Cold War era.

In the 1990s, the NRRC's responsibilities expanded as the focus of U.S. policy shifted from bilateral missile agreements to multilateral agreements and regional security. Today, multilateral and international security agreements comprise more than 50 percent of NRRC communications. These communications now involve the Conventional Forces in Europe Treaty, Vienna Document, Open Skies Treaty and Chemical Weapons Convention.

Although "nuclear" remains part of its name, most of the NRRC's workload now deals with conventional arms control and confidence-building measures.

Today, the NRRC supports more than a dozen treaties and agreements, exchanging information 24 hours a day in 6 languages with more than 50 countries.

Despite its high-profile role, the NRRC is not engaged in crisis management. Nor would it be in the forefront of efforts to deal with an accidental or unauthorized nuclear missile launch. Instead, the NRRC reduces the threat of war by quietly building international confidence in U.S. intentions through the exchange of routine arms-control notifications.

However, "routine" should not be confused with trivial or inconsequential. In the immediate aftermath of the September 11, 2001, attacks, when most Department employees had been sent home, the NRRC continued to operate. It even conveyed an extraordinary message to Moscow that the heightened U.S. state of military alert was not directed at Russia. More recently, the NRRC helped lead U.S. efforts to understand and address Russia's suspension of implementation of the CFE Treaty.

Other Roles

The NRRC's two-decade track record makes it an attractive tool to address other transparency needs. The NRRC will almost certainly play a role in any follow-on arrangement to the Strategic Arms Reduction Treaty, which expires in 2009, and in U.S. implementation of the International Atomic Energy Agency's Additional Protocol.

Other, more speculative uses for the NRRC run the gamut from management of space debris to implementation of possible future confidence-building measures with other countries, such as China. It may also prove to be useful in the Global War On Terrorism or other new diplomatic initiatives of the 21st century. Wherever the solution to a problem involves intergovernmental

communication of formatted messages, the NRRC is the natural choice.

Few people outside of the Departments of State and Defense have heard of the NRRC. Transparency does not make headlines, but it does make the world a safer place, even after the end of the Cold War.

The NRRC Watch is staffed by 14 Watch

Officers—7 Foreign Service and 7 Civil Service. The FS jobs are one-year postings and require a 3/3 proficiency in at least French, German, Italian, Russian or Spanish. NRRC jobs are the only domestic Foreign Service positions that are language-designated. Russian speakers receive the usual hard-language incentive pay, and jobs are posted early enough to permit language training. Watch Officers also receive a 13 percent shift differential and parking privileges. ■

The author is multilateral staff officer with the Nuclear Risk Reduction Center.

Today, the NRRC supports more than a dozen treaties and agreements, exchanging information 24 hours a day in 6 languages with more than 50 countries.

President John F. Kennedy greets President Ahmadou Ahidjo upon arrival at Washington National Airport, March 13, 1962. Their joint communiqué, issued the next day, said the “two presidents agreed to take steps to encourage commerce and investment between their two countries.”



EYE ON DIPLOMACY

PHOTOS CAPTURE 50 YEARS OF U.S.-CAMEROONIAN RELATIONSHIP **BY JUDITH RAVIN**

In July 1957, two months after the first American Consul was assigned to Cameroon, a U.S. Consulate opened in Yaounde. With the 50th anniversary of this landmark in U.S.-Cameroonian diplomatic relations fast approaching, U.S. Ambassador R. Niels Marquardt was wondering how best to commemorate it.

He decided on a photo exhibit highlighting the multiplicity of domains permeated by diplomacy. Ambassador Marquardt may have been inspired by an ethereal photograph of young presidents John F. Kennedy and Cameroon's Ahmadou Ahidjo walking together shortly before destiny took a cruel turn for JFK.

Photo Focus on Diplomacy, the exhibit and companion booklet's title, captured the links between the two countries. Under the supervision of Deputy Chief of Mission

Rick Nelson and Project Editor Judith Ravin, the eight-member editorial production team turned Ambassador Marquardt's vision into reality. The so-called “50-year project” had six months until its July 4th 2007 debut, and the project had no money in its coffers.

A deluge of photos arrived by mail and e-mail from the United States and Cameroon. Some photos traveled from distant provinces by messenger for hand delivery to the embassy. In a country where a culture of volunteerism does not exist, the enthusiasm of photo contributors was moving.

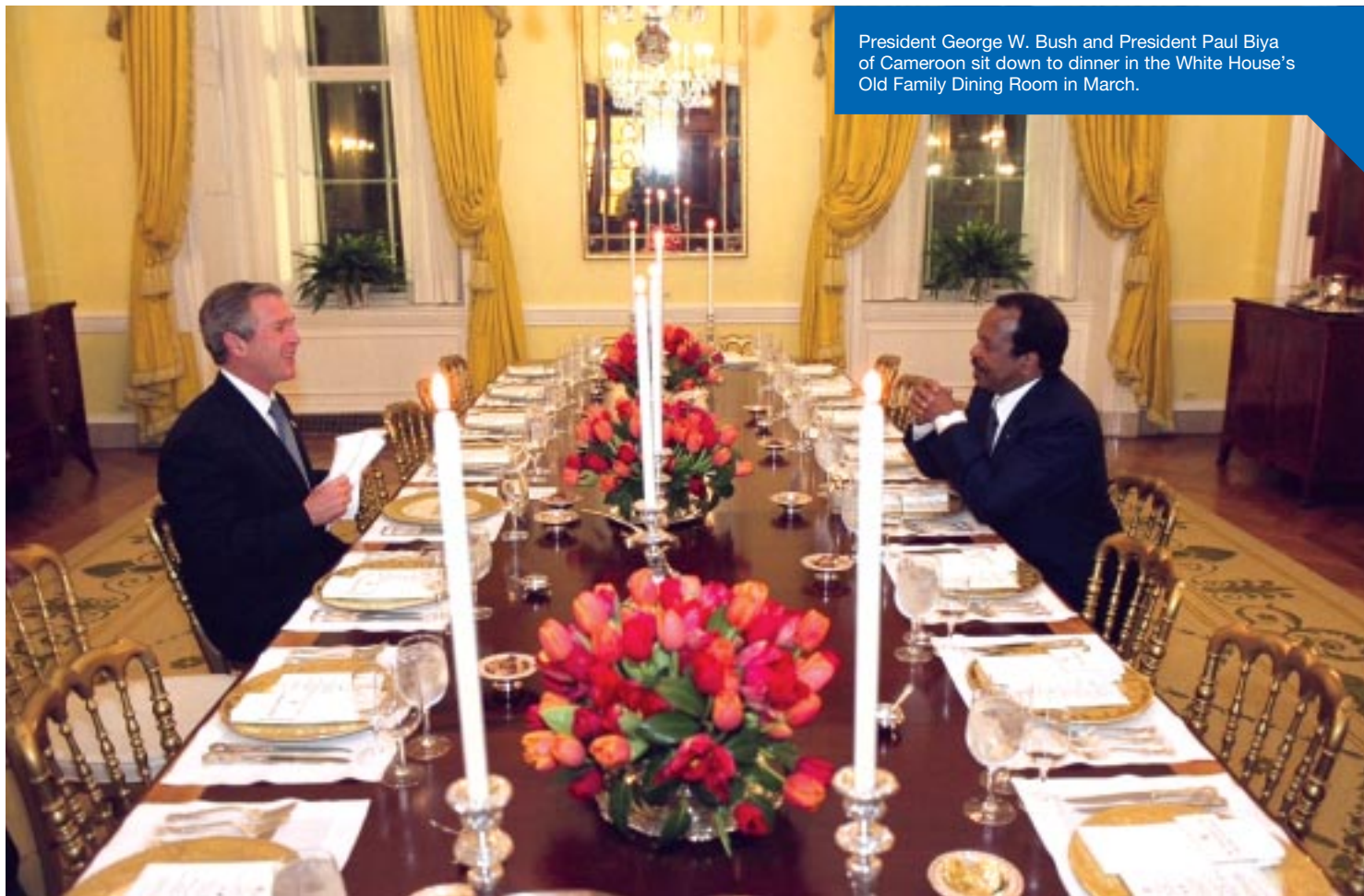
An overriding concern was balance. The 50-year span had to equally depict each decade as well as historical events from the productive and less-productive moments in the relationship. The exhibit and book could

not emphasize one president or ambassador or area of diplomacy over others. Even more challenging was achieving a gender balance through times when the role of women in diplomacy and society was relegated to behind-the-scenes support.

The team established a liaison with the Ministry of External Relations, where one official, Dr. Joe Ewang Nzume, gave project editors insights into how the Cameroonian public might view certain images. Asked what he felt about the 32-page book's planned cover image, a 1975 commemorative stamp of the sacred Afo Akom wooden statue (returned by the United States to Cameroon in a show of respect for national patrimony), Dr. Nzume said it symbolized the friendship between the two countries and was a model of peaceful conflict resolution.

PHOTOGRAPHS: (ABOVE): JOHN F. KENNEDY PRESIDENTIAL LIBRARY; (OPPOSITE PAGE TOP): TINA HAGER/ THE WHITE HOUSE; (BOTTOM): COURTESY OF CAMEROON PRESIDENT WILLIAM S. HASSBERGER.

President George W. Bush and President Paul Biya of Cameroon sit down to dinner in the White House's Old Family Dining Room in March.



Peace Corps volunteer Mark White, a math and science teacher in Cameroon's North West Province, makes a point in the classroom in October 1987.

The team had three days to mount the exhibit at the Ambassador's residence in advance of the Fourth of July reception, and it teamed up with Facilities Management staff to do it. Ambassador Marquardt returned from out of town after a long weekend to find his home transformed into a gallery.

At the press conference and preview of the exhibit, held the day before its opening, the turnout was massive. The press felt honored by its place in history and saw its members as protagonists in the bilateral relationship.

Some 2,500 copies of the book *Photo Focus on Diplomacy* were distributed on the show's opening night. Cameroonians and Americans at the exhibit said the experience helped them value how documentation can preserve national history and, had captured unique moments in the shared history of the United States and Cameroon. ■

The author is the information officer at the U.S. Embassy in Yaounde.

PRODUCTION

SCENE

TAKE

Focus on BNET

CAMERA

TV Station Puts Department in the Camera's Eye

DIRECTOR

By David Hopwood

DATE



The BNET team gathers at its technical operations center at the Harry S Truman building. They are, from left, Jay Battaglia, Sara Conant, Melissa Morris and David Hopwood.

What started as the Bureau of Administration's electronic message board in 1993 has grown into BNET, a 24-hour television station providing programming to employee desktops in the United States and at 180 posts worldwide. It also feeds the cable television systems of the Harry S Truman building and many Washington-area Department annexes. And a large video-on-demand archive is available domestically on BNET's Web site.

BNET—originally, “Broadcast Network”—took its present form when the Department's OpenNet computer network became able to play streaming video. On a typical broadcast day, BNET broadcasts appearances by Secretary of State Condoleezza Rice, daily and special briefings, Congressional hearings, town hall meetings and Department events, all punctuated by domestic and international news. Additional programming includes documentaries focusing on foreign affairs issues.

BNET's three-person staff keeps up with daily demands through special partnerships. The Bureau of Public Affairs' Office of Broadcast Services provides BNET with Capitol Hill proceedings and Foreign Press Center briefings. Internal events, such as town hall meetings and Bureau of

Human Resources programs, conferences and cultural programs, are produced by the Bureau of Administration's Video Production Unit. The Bureau of Information Resources Management provides information technology support and OpenNet access.

BNET programs on topics such as foreign service issues and mentoring garner high ratings. BNET also supports far more targeted audiences and needs throughout the Department, such as enhancing collaboration between headquarters offices and posts and keeping bureau staff briefed on the status of initiatives. For example, IRM hosts a series of programs focusing on technical updates to get current information about the future of the Department's computer network out to posts and embassies.

“BNET is a great tool for directly reaching out to every member of our team overseas,” said Danny Toler, IRM's director of enterprise management.

BNET's partnership with the Overseas Briefing Center led to a popular series of documentary videos highlighting living and working conditions at posts, and more posts want to be profiled as a result.

“It's been a win-win situation,” said OBC Coordinator Connie Hansen. “Posts are seeing this new publicity avenue and are

now coming to us, asking if their post videos can be involved.”

Most BNET broadcasts also reside in the video-on-demand archive.

“If someone misses a Congressional hearing or can't attend a live event, they can simply go to the BNET Web site and watch it,” said Melissa Morris, BNET's project manager.

An increasing number of programs in the archive are never intended to be broadcast in the daily schedule.

“With online video so popular now, offices simply give us their programs and we provide them [with] a link to our archives to post on their OpenNet Web sites,” Morris said.

While sensitive diplomatic negotiations are still held behind closed doors, much of what affects diplomacy now takes place before TV cameras, meaning that employees who don't check out BNET may be out of the loop. BNET's challenge is to keep up with employees' expectations about online communications.

“Every day we get requests for additional features,” said Morris. “A big part of our job is being advocates for new streaming technologies on the network.” ■

The author is a BNET streaming media specialist.



WARSAW

LIFE AND TRIUMPH

Resilient Poles Overcome Dark History
By Christopher Snipes

A sunny day in Warsaw's Old Town Square. Photo by Chris Snipes.

POST OF THE MONTH>>>

Warsaw, Poland



COUNTRY>>> Poland

CAPITAL>>> Warsaw

TOTAL AREA>>> 312,685 square kilometers

APPROXIMATE SIZE>>> Slightly smaller than New Mexico

GOVERNMENT>>> Republic

INDEPENDENCE>>> November 11, 1918

POPULATION>>> 38.5 million

LIFE EXPECTANCY AT BIRTH>>> 75.2 years

RELIGIONS>>> Roman Catholic, Eastern Orthodox and Protestant

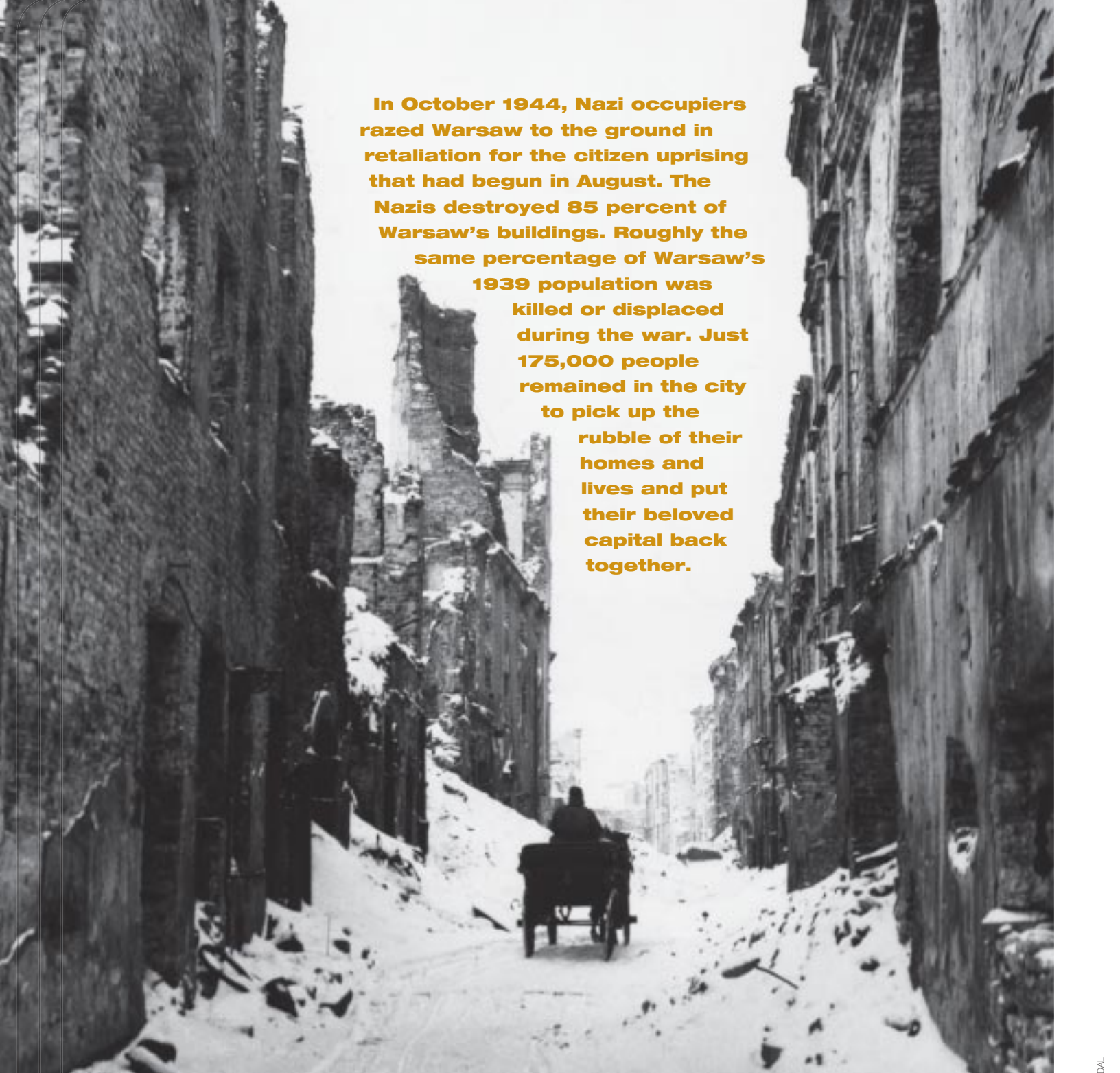
CURRENCY>>> Zloty (PLN)

PER CAPITA INCOME>>> \$14,400

IMPORT PARTNERS>>> Germany (28.8 percent), Russia (9.6 percent) and Italy (6.3 percent)

EXPORT PARTNERS>>> Germany (27.2 percent), Italy (6.4 percent) and France (6.3 percent)

INTERNET COUNTRY CODE>>> .pl



In October 1944, Nazi occupiers razed Warsaw to the ground in retaliation for the citizen uprising that had begun in August. The Nazis destroyed 85 percent of Warsaw's buildings. Roughly the same percentage of Warsaw's 1939 population was killed or displaced during the war. Just 175,000 people remained in the city to pick up the rubble of their homes and lives and put their beloved capital back together.

Henryk Sienkiewicz, the 1905 winner of the Nobel Prize for literature and for many Poland's historical conscience, once observed, "It has been said that Poland is dead, exhausted, enslaved, but here is the proof of her life and triumph." Little did he know how well this sentiment would describe Poland's capital today. From urban desolation to symbol of the Soviet bloc to thriving economic and cultural hub of the European Union's sixth-most-populous nation, Warsaw's transformation over the past six decades is no less than miraculous.

Poland is finally playing the role in world affairs it anticipated for generations. As a member of the North Atlantic Treaty Organization and the European Union, and one of the closest U.S. allies, it finds itself at the center of discussions about missile defense, a key contributor of troops to Iraq and Afghanistan, a major agricultural exporter within the EU and a destination for investors from around the world.

As the 90th anniversary of U.S.-Polish relations in 2009 nears, the staff of the U.S. Embassy in Warsaw is working in a rapidly

changing environment of bilateral and regional issues, whether facilitating the modernization of Poland's military through F-16 sales, introducing Poland to American art and music, facilitating U.S. investment and trade or helping promote strong Polish-Jewish relationships.

A Mosaic of Old and New

A bustling sprawl of 1.7 million residents, Warsaw strikes the newcomer as a mosaic of architecture and lifestyles. Its charming 16th-century Old Town stands

beside sparkling glass and steel skyscrapers that are not even a stone's throw from the crumbling gray infrastructure of the recent communist past. Bicycle commuters and BMWs rush toward the city center each day past fruit and vegetable stands, corner news kiosks and contemporary shops.

One of the first words any student of Polish should learn is "remont," which means repair or refurbishment. As Poland's economic growth continues apace (5.3 percent in 2006), it seems every third building in Warsaw is under construction. The fields that once spread out limitlessly from the city's old central neighborhoods have sprouted modern townhouse communities and apartment buildings. The city is slowly working to improve the aged infrastructure, including Warsaw's notoriously shoddy road system.

Embassy staffers are housed along the tram, bus and metro lines in the center and southern parts of the city. There are relatively short commutes, great schools, indoor pools and tennis courts, modern malls and restaurants offering excellent examples of the world's cuisines.

The short days of Warsaw's cold winters are more than made up for by the blue skies and ubiquitous beer gardens of summer. Varsovians are changing from a vodka-drinking to a beer-drinking culture, a sign they are shedding economic hard times and embracing a hopeful future.

Residents put a high premium on outdoor recreation. On weekends, students, young professionals and the young at heart set out on the city's extensive network of



Ambassador Victor Ashe, left, presents the first annual Jan Karski Freedom Award to former Polish labor leader Lech Walesa.

bike paths and park trails. On Sundays in summer, Varsovians gather in an open amphitheater for twice-a-day free Chopin concerts in picturesque Lazienki Park.

The embassy is in midtown along Warsaw's diplomatic row, the prestigious Aleje Ujazdowskie, which is part of the Royal Route connecting palaces, government buildings and former royal gardens. The compound, which houses a dozen federal agencies, is split between a main chancery and an

annex. Like the city around it, the embassy regularly engages in its own remonte. It recently converted the garage into a new nonimmigrant visa section.

Facing the Past

Eighteen years after the end of communist rule, Poland is addressing aspects of its past once too uncomfortable or legally impossible to raise in public.

Like many former communist states, the government is coming to grips with the

UPRISINGS LEAD TO DESTRUCTION

The 1943 Warsaw Ghetto uprising is frequently confused with the 1944 Warsaw uprising. For a month beginning in mid-April 1943, 13,000 Jews interned in the Warsaw Ghetto died fighting against their German captors in the largest ghetto uprising during the Second World War. After the fighting, the ghetto was destroyed and the remaining inhabitants sent to concentration camps.

On August 1, 1944, the Polish Home Army led a resistance movement that battled the Nazis for two months on Warsaw's streets as the Red Army approached. The battle cost the lives of as many as 200,000 civilians and precipitated the near total destruction of Warsaw.

Both uprisings have been depicted through popular films: Roman Polanski's *The Pianist* and Andrzej Wajda's *Kanal*.



A reproduction of an American B-24 Liberator is one of the Warsaw Uprising Museum's attractions.



Above left: Polish dancers at the American Days festival. **Right:** From left, Agnieszka Jakowiecka, Information Officer Andy Schilling, Dorota Hannoush and Janusz Buszynski review the Polish morning newspapers. **Below:** Lazienki Park is an oasis in the middle of downtown Warsaw.

many hardships endured during 45 years of Soviet-dominated rule, ranging from suppression of dissidents to domestic surveillance by the hated secret police. The Institute of National Remembrance preserves the files that document this painful period.

Before World War II, 350,000 of Warsaw's

1.3 million residents were Jews, the legacy of a thousand-year Jewish presence in Poland. Today, Jews number a few thousand at most. In 2007, a U.S. presidential delegation participated in the groundbreaking for a \$53 million museum to showcase Jewish contributions to Poland and honor the memory of those killed in the Holocaust. Events such as

the weeklong Isaac Bashevis Singer Festival celebrate Warsaw's Jewish heritage, presenting cultural offerings in the performing, visual and fine arts, often featuring U.S. performers.

As a contributor of troops to the wars in Afghanistan and Iraq, Poland is a close and active U.S. ally in NATO and the EU. The

Good weather and a Chopin concert draw crowds to Lazienki Park on a summer Sunday.



PHOTOGRAPHS: (TOP LEFT): MALGOSIA DZIELAK; (ALL OTHERS): CHRISTOPHER SNIPES; (OPPOSITE PAGE): MACEJ DUDKIEWICZ

embassy is negotiating with the Polish government on basing missile interceptors on Polish territory as part of the U.S. government's missile defense program, while directing a wide-reaching effort to explain the program and allay concerns about security.

The United States is the leading investor in Poland, and U.S. foreign direct investment shows no sign of slowing. To date, U.S. companies have invested more than \$15 billion and employ more than 140,000 Polish citizens in almost every sector of the economy.

The main reasons for Poland's booming economy include EU membership, a highly qualified and reasonably priced labor force and an enviable location between Western Europe and the developing markets of Ukraine, Russia and the countries of the former Soviet Union.

Poles at every level of society bring up the matter of visa-free travel to the United States. U.S. legislation passed in August likely will speed up entrance into the Visa Waiver Program for several EU countries, but did not change Poland's eligibility prospects for the program in the short term.

Nevertheless, the U.S.-Polish relationship remains strong, as evidenced by the 40 academics and students participating each year in the bilateral Fulbright exchange and the nearly 60 journalists, opinion leaders and government officials the embassy sends to the United States annually through the International Visitor and Voluntary Visitor programs. The embassy sends entry-level Department officers and other staff all over Poland to address schools and civic groups about American values and foreign and domestic policy.

"Public outreach is a high priority for the mission and an area of unqualified success in Poland," said U.S. Ambassador Victor Ashe.

Though Warsaw's outward changes in government, economy, society and infrastructure continue at lightning speed, Warsaw remains at heart a city of resilient people, proud of their identity and actively rebuilding their once beleaguered city. ■

The author is the assistant information officer at the U.S. Embassy in Warsaw.

THREE WARSAW 'HOSTAGES' FREED

Simulated Crisis Aids Planning By Edward J. Monster

Earlier this year, the U.S. Embassy in Warsaw integrated its hostage-response activities with those of Polish law enforcement by undertaking a no-notice, live-action crisis management exercise, involving a simulated hostage-taking at the embassy. The exercise involved simulated explosives and "live-fire" ammunition and extended negotiations with barricaded hostage-takers.

The exercise arose from the close cooperation between the U.S. and Polish governments through the Proliferation Security Initiative and Embassy Warsaw's Joint Counterterrorism Working Group and gave the embassy's Emergency Action Committee a live-action situation for practicing its response to a crisis.

Regional Security Officer Chip McElhattan worked with the Foreign Service Institute's Douglas Kinney and embassy colleagues and Polish law enforcement to plan the exercise. During the exercise, McElhattan, Marine Corps Attaché Lt. Col. Don Thieme and a team of Locally Employed Staff acted as "terrorists," invading the embassy and taking six people "hostage" in the main lobby. The hostages included two embassy employees, two visiting private citizens and one Canadian and one Australian diplomat.

The terrorists began their attack on the embassy compound using nontoxic gas canisters, which prompted the Marine Security Guard Detachment to order all embassy personnel to don their gas masks—a bit of a shock for visa applicants in the consular section.

The EAC, led by Deputy Chief of Mission Kenneth Hillas, integrated the responses and actions of Polish authorities and the State Department's Operations Center during the simulation. Neither the EAC nor the Polish tactical commanders knew the complete scenario of the exercise in advance. The Poles quickly dispatched to the embassy a command team led by Poland's Minister of the Interior at the time, Janusz Kaczmarek. The team included

nearly 150 Polish police and emergency responders, a forward command unit, several fire trucks and ambulances, a helicopter, a bomb squad and a hostage negotiation and rescue team comprised of an elite SWAT team from the Polish Bureau of National Security. Nearly 500 Americans and Poles were involved.

More than three hours of intense negotiations led to the release of three of the "hostages," but not before one hostage was "shot dead" after the embassy's lobby was stormed by the Polish SWAT team using military-grade pyrotechnics, special-effects rounds and rubber bullets. The realism of the "explosives" and the munitions that left marks enhanced the exercise.

Lessons Learned

Despite the successful outcome, some lessons were learned from the simulation. A telephone malfunction in the EAC's meeting room, for example, initially hindered communication with the barricaded terrorists.

"No matter how well you're prepared, chaos inevitably prevails in a crisis," said Lt. Col. Thieme. "The goal of this exercise was to improve the embassy's response in the event of a real crisis.

That was undoubtedly achieved."

The lessons learned on hostage negotiation and counterterrorist response were reviewed jointly by U.S. and Polish authorities immediately after the exercise and are contributing to further joint planning.

"This was the largest, most detailed, most complex and most instructive crisis management exercise a U.S. Embassy has ever done," said Douglas Kinney, leader of the Department's Crisis Management Team. Kinney worked with the embassy and visited Warsaw for the exercise. ■

The author was, at the time, assistant information officer at the embassy.



A fake improvised explosive device is being worked on after it was "disabled" by Polish authorities during the simulation.

Much To Do

OUTGOING CHIEF DIVERSITY OFFICER NOTES PROGRESS AND CHALLENGES **BY BARRY L. WELLS**

The Office of Civil Rights plays a vital role in supporting the mission of the Department of State. A workplace free of discrimination that values all its employees' contributions is essential to organizational excellence.

When I joined the Office of Civil Rights as director in February 2006, I found a dedicated staff that was focused on processing a backlog of work under extremely short-staffed conditions. Over the years, the office had worked hard to reduce the backlog, as directed by the Secretary, and had greatly improved its efficiency.

It was time, however, to craft a new vision and direction. Following conversations with S/OCR staff, Department of State stakeholders and customers, and those at other agencies and the Equal Employment Opportunity Commission, it was clear that S/OCR would benefit from reenergizing, refocusing and realignment to become a team that better served employees and managers in the areas of EEO, diversity and conflict management.

To provide better customer service, one of my first priorities was to get our own house in order. At a staff offsite meeting in June 2006, we charted a new direction for S/OCR with measurable goals. In subsequent months, we reorganized responsibilities, updated position descriptions and recruited top new talent. Throughout, the staff was given the opportunity to engage in defining these new directions. It was their thoughtful, critical input that helped S/OCR achieve success.

In January 2007, the Secretary made a groundbreaking decision to have the Department become the first Cabinet-level agency to establish the position of Chief Diversity Officer. Another breakthrough was the Department's inclusion of diversity as a core within its strategic plan. These actions sent a clear message that the Department's leadership was serious about valuing diversity. The subsequently established Assistant Secretary-level Diversity Governance Council supports the work of the Chief Diversity Officer and echoes the message that leadership on diversity starts at the top.

Attracting Talent

Indeed, the Department has positioned itself to be on the front lines of the war for talent in the 21st century. Implementing the Transformational Diplomacy initiatives articulated by the Secretary requires the Department to be the employer of choice for the best and brightest potential employees. To be successful, we need to hire outstanding people from different backgrounds who bring a variety of skills and experiences to bear on the challenges we face. In this way, we can broaden the scope of knowledge, skills and abilities in the workforce.



As I reflect on the work of S/OCR this past year, the achievement that stands out is the degree to which we improved and expanded communication. For instance, The Diversity Initiative: A Conversation with Leaders was a day-long event where business leaders, nongovernmental organizations and academics joined the Secretary and senior Department leadership to discuss the business case for diversity and inclusion. The outcome of those discussions reinforced our conclusion that good diversity and inclusion practices result in a more

successful business environment.

We then took our case to the Department's infrastructure. After data analysis by an S/OCR staff member, S/OCR met with bureau assistant secretaries and their senior staff members. We advised them of their bureau's workforce profiles and discussed strategies for enhancing diversity through workforce planning. The bureau meetings resulted in follow-up discussions and collaborations.

Strong Outreach

With the outstanding help of the Foreign Service Institute, S/OCR launched a new Web site with a range of new tools, articles and important links. We are also proud of the issue of *State Magazine* (January 2007) that was dedicated to diversity issues.

It has been my pleasure to lead S/OCR and serve as the Department's first Chief Diversity Officer. The Department has made significant progress over the past

several years in becoming an employer of choice, as evidenced by its rankings in recent national surveys.

There remains much to be done, however. Diversity and inclusion are not simply an issue of achieving numbers: Metrics do matter. As S/OCR builds on these successful beginnings, I urge everyone to make an effort to contribute to this work—because, after all, it's good business! ■

The author is the former director of the Office of Civil Rights.

Helping the Helpers

TRUST AIDS PRETORIA SHELTER FOR INFANTS **BY LINDA INGALLS**

In 2007, the U.S. Embassy in Pretoria's volunteer organization, Hearts & Hands, learned the Kirby Simon Trust would provide \$2,600 toward purchasing office equipment to enable the Tshwane Place of Safety in Pretoria to better help babies and toddlers in

crisis. TPOS helps more than 170 infants and toddlers receive medical care and social services, and places them in more than 100 temporary and 30 permanent foster homes.

Established in the memory of Kirby Simon, a Foreign Service officer who died in Taiwan in 1995 at age 33, the trust operates an annual drive to fund small—but often life-changing—projects worldwide. The trust has funded clean drinking water, sanitary toilet facilities, improvements to schools and the purchase of educational materials. It has also supported orphanages and shelters, and financed projects that help abandoned babies, abused children, homeless families, orphans and victims of rape and human trafficking.

The fund was established by John and Claire Simon to memorialize their son in a way that reflected his giving and service. The Web site kirbysimontrust.org details a decade of good deeds. In 1997, the trust spent \$14,750 to fund seven projects. By 2006, that expenditure had grown to \$87,287, financing 40 projects in 33 countries.

TPOS serves abandoned babies who are healthy enough to leave the hospital or who are removed from homes for abuse or neglect. It also provides color photos to document abuse. The organization was thrilled that a new computer and fax machine from the trust would finally give it the technology it had long needed. In July, Hearts & Hands delivered a new fax machine, color printer and computer to TPOS, and technicians paid for by the grant made the equipment operable.

This project was especially important to one embassy family, which had provided foster care to numerous babies from TPOS. That kind of personal involvement is important to the trust. The trust focuses on expanding opportunities for professional and community service, addressing projects of active Foreign Service officers, specialists and their families that are being done unofficially on personal time. Simply put, the trust funds opportunities for selflessness and service. ■

The author is an office management specialist at the U.S. Embassy in Pretoria.



The author helps a foster child use a nebulizer to combat tuberculosis.



View of Flights of Fantasy exhibition at Seoul National University's Museum of Art.

ART in Seoul

AMERICAN CRAFTS COME ALIVE FOR KOREAN AUDIENCES **BY JONATHAN L. YOO**

By mixing the work of craft artists with the can-do spirit of the American local business community, an embassy public affairs section and the State Department's ART in Embassies Program put together an exhibition of colorful quilts, off-beat jewelry and a flock of large wooden birds flying across a gallery ceiling.

The July show, *Flights of Fantasy*, Four American Crafts Artists from the ART in Embassies Program, opened at Seoul National University's Museum of Art, drawing almost 400 Korean art lovers, students, artists, educators, business people and government officials.

With the assistance and cooperation of

the private sector, *Flights of Fantasy* was a first for the U.S. Embassy in Seoul and the ART in Embassies Program. Sponsored by the American Chamber of Commerce in Korea, United Airlines and Boeing Korea, the two-week exhibition included a week-long program of lectures and meetings in Seoul and Daegu, Korea's third-largest city.

Korean artists, students and educators met the four American artists and explored the similarities and differences in artistic trends in their fields.

The idea for the cultural exchange came from David Ruch, Korea country manager for United Airlines, who attended a 2006 event at Habib House, the residence of Ambassador Alexander Vershbaw, and noticed the home's collection of American crafts. With the help of the ART in Embassies Program, the Vershbaws' home displays contemporary quilts, glass sculptures, wood pieces and contemporary jewelry. Ruch particularly noticed sculptor Brad Story's large, elegant and whimsical wood and fiberglass bird sculptures, three of which hung from the rafters. He asked the ambassador and Anne Johnson, director of



Above: Artist Michael James, at center, examines an exhibition highlight with members of the Daegu American Quilt Society. **Below:** Artist Brad Story speaks to students at Kyungpook University in Daegu.

ART in Embassies, about who gets to see the art collection and how it could be seen by a wider audience.

To mount the exhibition, Ruch proposed bringing additional works by some of the artists in the residence's collection. From the 20 artists represented there, the sponsors invited four of the artists—a sculptor, a quilter, a textile artist and a jewelry artist—to participate in the exhibition.

ART in Embassies has displayed original works of American art in ambassadors' residences since 1964. These exhibitions offer a

special opportunity to directly communicate the originality and variety that characterize American art and culture.

Korea has a strong tradition of fiber arts, with its own version of patchwork known as bojagi. As a result, textile artists Michael and Judith James were a sensation in the Korean quilting community. Michael James's latest works use fabrics created with digital photographs and challenge conventional notions of what constitutes a quilt. Judith James alters the colors of fabric and uses the material like a painter's palette.

They lauded their opportunity to meet such a range of audiences in Seoul and in Daegu and said the show will be a highlight of their careers.

Story, meanwhile, met kindred spirits at Kyungpook National University. They were fascinated by his roots as a seventh-generation boat builder and his use of boat-making materials—wood and fiberglass—to create fantastic, imaginary creatures that are part airplane, part boat and part bird.

"I came back [from Korea] feeling very energized, with lots of new ideas to chase," he said.

Noting the Department's limited resources for promoting cultural exchanges, Under Secretary for Public Diplomacy and Public Affairs Karen Hughes has said the Department "must develop effective ways to marshal the great creativity of our private sector. American companies, universities, private foundations [and] our travel industry all have extensive contact with people throughout the world. I welcome ideas to more fully engage the private sector because I believe this engagement is critical to our success."

Flights of Fantasy met this challenge head-on, creating a model for public-private partnerships. ■

The author was staff aide to Ambassador Vershbow at the U.S. Embassy in Seoul.



E. Tamika Addison, one of the faces of GPS's digital copier team, stands behind an Océ copier, with GPS's support staff.

Spirit of A-76

REINVENTING PRINTING SERVICES
THROUGH COMPETITIVE SOURCING
BY ROBERTA MATHER

PHOTOGRAPHS: CHARLES GARDNER

The recently-launched Office of Global Publishing Solutions (A/ISS/GPS) resulted from the Department's first full A-76 competitive sourcing initiative, a public-private competition to improve performance and efficiency in government.

GPS' predecessor arose in 1953 when the United States Information Agency created the Regional Printing Center in Manila to support the Korean War effort by printing leaflets explaining the United States' role. During the 1960s, the Vienna Regional Program Office was established to distribute publications in Eastern Europe. When USIA merged with the Department of State in 1999, the centers in Manila and Vienna became a part of the Office of Multimedia Services but there was redundancy and minimal leveraging of capacity and competencies.

"Changing the way MMS operated became a necessity when Secretary Rice introduced transformational diplomacy," said Lee Lohman, former deputy assistant secretary for Information Sharing Services. "The competitive sourcing process became a catalyst for organizational change. The process puts government employees in the unusual position of thinking like business people and competing for work."

The A-76 process requires government organizations to look at the services

provided, processes in place and associated costs in a businesslike manner. It allows an office to reinvent itself. In the case of MMS, everyone in the organization was encouraged to contribute ideas to help create the new organization—Global Publishing Solutions.

"The A-76 process allowed employees with 'real life' production experience to give input," said Dean Cheves, director of GPS. "These are employees with a clear understanding of our capabilities, our customers' needs and the requirements for completing multimedia projects."

An example of this is MMS's implementation of a web-based ordering and proofing system, which responds to customer concerns about the cumbersome cable/fax process. This e-commerce solution became an integral part of MMS's winning bid.

At a Glance

Office Name
Global Publishing Solutions

Symbol
A/ISS/GPS

Office Director
Dean Cheves

Staff Size
120

Office Location
HST Room B934, Manila, Vienna and Cairo (opening in 2008)

Web Site
www.gps.state.gov

"Competitive sourcing lets an organization start with a blank sheet of paper and build an organization that is efficient and responsive, even though located throughout the world," said David L. Zwang of Zwang & Company, the process analyst and architect for the new GPS organization.

GPS restructured to meet customer demand and retained services in Washington, D.C., Manila and, to some extent, Vienna. It is also opening a new publishing operation in Cairo, tentatively in the spring of 2008. That full-service printing facility will offer full-color high-end and digital printing, multimedia production, and document scanning and conversion that can be done onsite at a customer's location.

On September 30, 2006, MMS learned it had won the competition, which also included two well-established private-sector giants. In April, GPS was born as a customer-focused organization with a new direction. In keeping with that newness, GPS has already invested in improved printing and production equipment because "the new printing presses have more color controls and features, which means a quicker turnaround for customers," according to Mark Lundi, former GPS director.

Aida Sacks, left, a program specialist with the Global Employment Initiative, and GPS Customer Service Representative Denisa Antoine review a marketing package for GEI.





Above: GPS Customer Service Representative Reynaldo Powell shows a customer a display panel that GPS produced for the Bureau of Western Hemisphere Affairs.

Right: The Vienna-based GPS design team reviews an Arts in Embassies publication, which GPS both designs and produces.





GPS Director Cheves examines several of the organization's recently printed materials.



GPS also implemented a global management information system named “GPS Link” that ties the entire operation together. GPS Link enables GPS employees to leverage all available resources worldwide. For instance, it allows GPS employees and customers to track projects, determine schedules and plan deliveries. An extension of the GPS Web site, GPS Link is available on a 24/7 basis via the Internet and OpenNet.

Additionally, the Regional Printing Center in Manila recently achieved ISO 9001:2000 Quality Management Certification from the International Standards Organization.

GPS also has reorganized its domestic copier management program and now offers copiers from a single provider that must maintain 98-percent uptime on copiers or provide replacements. Additionally, all copiers that are five years old or older will be replaced. Customers can also expect faster delivery of parts, supplies and service. GPS has also expanded its document scanning services, enabling customers to do away with more paper files.

GPS’ structure, services and locations were planned to support Transformational Diplomacy and the Department’s needs worldwide.

“I tell all the GPS team members that we are not changing,” said Cheves. “We are inventing and building, and the only real change is our ability to serve our customers worldwide in a much more transparent manner.” ■

GLOBAL PUBLISHING SOLUTIONS

The author is the marketing director of Global Publishing Solutions.

A-76 EXPLAINED BY JASON PASSARO

The Department’s printing and publishing operation was given the opportunity to reinvent how it does business though the Department’s first A-76 competition.

Competitive sourcing, or A-76, is a management tool to enable change. The process, developed and monitored by the Office of Management and Budget, allows

government personnel performing commercial functions to compete against private companies. The process involves:

- Writing down the requirements to provide a clear description of the work required.
- Building a proposal that identifies how the need will be met and how much it will cost.

The government team can flexibly design a creative approach to perform the work. Qualified private sector companies will also submit proposals.

- Evaluating the responses using an independent panel that grades them according to standard criteria and selects a winner.



Clearing the Air

MYTHS AND FACTS ABOUT
PORTABLE ROOM AIR CLEANERS

BY DR. SAEED RAHIMI

A plethora of advertisements entices us to clean the air in our homes using portable room air cleaners. Some ads claim that air cleaners can generate mountain air; others claim they can alleviate allergy symptoms and kill airborne germs. It is important to understand what air cleaners really can or can't do before purchasing one.

Using portable air cleaners is the least effective method for reducing indoor air pollution, yet it is the solution most commonly sought. Aggressive housekeeping, prudent use of household chemicals and controlling moisture by adequate ventilation or dehumidification when necessary are the primary means for reducing dust, mold and other indoor air pollutants.

Nevertheless, under rare conditions, air cleaners may reduce the negative health effects from some small, invisible particles of dust or mist suspended in air.

Despite the fact that air cleaners have been marketed for more than 20 years, there is still scientific controversy about whether they reduce the allergic reactions produced by larger particles such as pollen, house-dust allergens, molds and animal dander. These particles tend to accumulate as dust on surfaces in the home. An air cleaner is of little value unless the settled dust is vigorously disturbed. Even then, the particles will quickly settle again.

Portable air cleaners may use one of several methods to remove indoor

pollutants. An electronic precipitator traps particulates in a paper filter or electrical field when air passes through it. Ion generators charge the particles in the air electrostatically. The particles are then pulled from the air and attracted to household surfaces (where they can be seen and removed) or gathered in the unit's charged collector. Activated carbon filters theoretically can remove some organic vapors.

Whatever method or combination of methods is used, the performance and efficiency of air cleaners are affected by many technical factors that pose significant design and use challenges. For example, ion generators and electrostatic air cleaners can emit ozone, a severe lung irritant.

Manufacturers tout the use of High Efficiency Particulate Arresting filters, which are great for removing the tiniest of particles that can be inhaled. However, it is critical that the particle-laden air travel through the filter. Probably, much of the air goes around rather than through the filter, leaving most of the particles circulating about the room.

Effectiveness also depends on the amount of air handled by the unit. An air cleaner may process only 10 cubic feet of air each minute. It will take more than 90 minutes for all the air in a room of 1,000 cubic feet to be processed. Meanwhile, pollutants are most likely being generated more quickly than the machine can process them. In addition, air is constantly moving between rooms due to human

activity and air-flow dynamics. Unless the air cleaner is in a sealed room, it is not possible for it to purify the space completely.

Maintenance of the unit is critical for peak effectiveness. In the case of electronic air cleaners and ion generators, maintenance is also necessary to prevent high levels of ozone. But homeowners usually fail to clean the units frequently and replace the costly filters.

Some portable room air purifiers use ultraviolet light, which is an effective disinfectant of microbiological contaminants. The efficacy of these units depends on the intensity of the light and duration of time the light contacts the microorganism. In most purifiers, air travels at tremendous speed, leaving little contact time with the UV light. Also, UV light does not remove chemicals or particulates. Its value as a portable room air cleaner is therefore minimal.

Making an informed decision on purchasing a portable air cleaner can be difficult since the federal government has not issued guidelines or standards for determining their effectiveness or whether they perform as manufacturers claim.

It is difficult to ignore the attraction of pure air, but "buyer beware" remains the best guidance when considering a portable room air cleaner. ■

The author is an industrial hygienist with the Division of Safety, Health and Environmental Management.

BY JOHN BENTEL

Young Performers Show Talent Beyond Their Years

The Foreign Affairs Recreation Association and the State of the Arts Cultural Series recently presented concerts featuring outstanding classical pianists and a dramatic tenor and mezzo-soprano.

Antonio N. Adams, the dramatic tenor, presented a recital of arias and songs with great sensitivity. Adams, who is working on a master's degree at Goucher College and training under vocal coach Dr. Gene Ford, was brilliant in his rendering of George Gershwin's "A Woman is a Sometime Thing" from *Porgy and Bess*. The audience showered applause on this talented vocalist.

Michael L. Cu, 19, is from the Philippines and provided a rousing performance of music from a variety of cultures, including Chinese, French, Polish and Filipino. He is studying at Towson University with Renaldo Rayes and has won the International Young Artist Competition. Especially challenging was his performance of "Scarbo" by Maurice Ravel,

considered by many to be the most difficult solo piano piece in the standard repertoire. A rejuvenated audience provided spontaneous applause.

Four talented piano prodigies ranging in age from 8 to 16 provided a compelling recital that often belied their ages. Eight-year-old Muli Yu sensitively played Li-Ly Chang's "Under the Tuscany Sun" and Claude Debussy's "Le Petit Negre." Fifth-grader Cynthia Liu played a riveting "Rhapsody on a Theme of Paganini" by Sergei Rachmaninov. Ashley Zhou, who is 12 and has just finished 6th grade, played Amadeus Mozart's Fantasy in Dm, K397 and Franz Schubert's Impromptu Op. 90 No. 2, showing musical maturity well beyond her age. George Fu, 16, played works by Tan Dun, Johann Sebastian Bach and Maurice Ravel. His encore, the 3rd movement from Gargoyles by Lowell Liebermann, captivated the audience, which rewarded him with applause.

Classical pianist Barbro Dahlman presented a program of traditional and contemporary music that



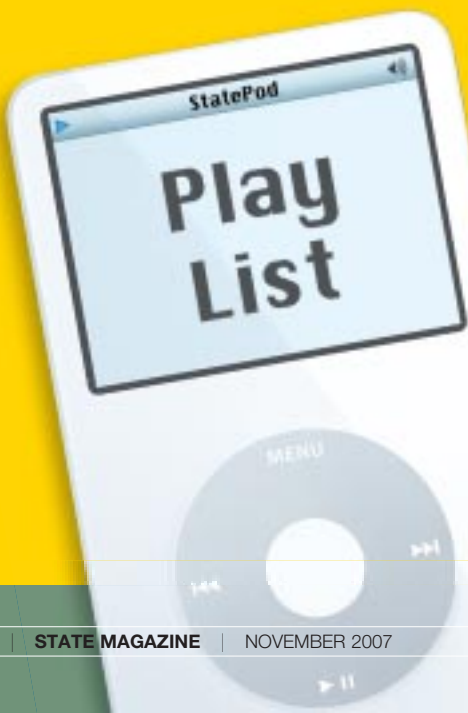
Pianist Muli Yu, 8, gets a pre-performance hug from Caryl Traten Fisher, director and founder of the State of the Arts Cultural Series.

included works by Jan Sibelius, Ulf Grahn, Edvard Grieg and George Gershwin. Dahlman believes contemporary music provides her an unique outlet for abstract thoughts and emotions and that playing new music has

added a new dimension to her approach to traditional music. She has been a faculty member of The George Washington University since 1987.

Carol Weiss Riches, mezzo-soprano, and piano accompanist Trudy Gelfand presented a delightful program entitled Music in the Parlor. The recital consisted of turn-of-the-century love songs set in an Edwardian parlor complete with potted palms and performed in period costumes that Riches created. She is a soloist at Covenant Chapel Reformed Episcopal Church, Basking Ridge, N.J., and has sung with many opera companies worldwide. Gelfand is co-organist at Holy Trinity Reformed Episcopal Church in Fairfax, Va. The truly relaxed audience experienced a change of pace and time. ■

MARK YOUR CALENDAR



NOV 07

Hawaiian Hula Dancers

DEC 05

TBA

DEC 19

Holiday Program

Performances are on Wednesdays at 12:30 p.m. in the Dean Acheson Auditorium.

The author is a computer specialist in the Executive Secretariat.



U.S. Ambassador to the Central African Republic

Frederick B. Cook of Florida, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Central African Republic. Previously, he was foreign policy advisor to the Combined Joint Task Force–Horn of Africa. His other assignments include La Paz, Havana, Gaborone, Monrovia and Caracas, where he was deputy chief of mission. He is married and has two children.



U.S. Ambassador to Peru

Peter Michael McKinley of Virginia, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Republic of Peru. Previously, he was deputy chief of mission at the U.S. Mission to the European Union. Before that, he was a deputy assistant secretary in the Bureau of Population, Refugees and Migration. His overseas postings include Brussels, Kampala, Maputo, London and La Paz. He wrote a history of colonial Venezuela.



U.S. Ambassador to Venezuela

Patrick Dennis Duddy of Maine, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Bolivarian Republic of Venezuela. Previously, he was deputy assistant secretary for Western Hemisphere Affairs. His overseas assignments include Chile, the Dominican Republic, Costa Rica, Paraguay, Panama, Bolivia and Sao Paulo, Brazil, where he was consul general. He is married and has two children.



U.S. Ambassador to Montenegro

Roderick W. Moore of Rhode Island, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Republic of Montenegro. Previously, he was deputy chief of mission in Belgrade. Before that, he was DCM in Sofia. His other overseas assignments include Port-au-Prince, Skopje, Zagreb and Sarajevo, the latter with the Office of Security and Cooperation in Europe Mission.



U.S. Ambassador to the Congo

William John Garvelink of Michigan, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Democratic Republic of the Congo. Previously, he was the senior deputy assistant administrator for the Bureau of Democracy, Conflict and Humanitarian Assistance with the U.S. Agency for International Development. He also served in Latin America and Eritrea, where he was USAID mission director. He is married.



U.S. Ambassador to Lesotho

Robert B. Nolan of Virginia, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Kingdom of Lesotho. Previously, he was director of the Office of Career Development and Assignments and, before that, director of the Office of Performance Evaluation. His overseas postings include Conakry, Antananarivo, Havana, Helsinki and Monterrey, where he was principal officer. He is married and has three children.



U.S. Ambassador to Tanzania

Mark Green of Wisconsin, who served four terms in the U.S. House of Representatives, is the new U.S. Ambassador to the United Republic of Tanzania. As a member of the House International Relations Committee, he played a leading role in crafting the Millennium Challenge Act, which commits the U.S. to invest in developing countries that are pursuing reforms. He and his wife served as secondary school teachers in Kenya in 1987–88 and traveled extensively in East Africa.



U.S. Ambassador to Uzbekistan

Richard Boyce Norland of Iowa, a career member of the Senior Foreign Service, class of Counselor, is the new U.S. Ambassador to the Republic of Uzbekistan. Previously, he was deputy chief of mission in Kabul. Before that, he was DCM in Riga. His other assignments include Manama; Tromsø, Norway; Moscow; Dublin; and Mazar-e-Sharif, Afghanistan. He was a peacekeeping monitor in Georgia and Chechnya. He is married and has two children.



Director General of the Foreign Service
Ambassador Harry K. Thomas Jr. of New York, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new Director General of the Foreign Service and Director of Human Resources. Until recently, he was a special assistant to the Secretary and executive secretary of the Department. Before that, he was ambassador to Bangladesh. His other overseas assignments include India, Zimbabwe, Nigeria and Peru. He is married and has a daughter.



U.S. Ambassador to Pakistan
Anne Woods Patterson of Virginia, a career member of the Senior Foreign Service, class of Career Minister, is the new U.S. Ambassador to the Islamic Republic of Pakistan. Previously, she was assistant secretary for International Narcotics and Law Enforcement Affairs. She has served as acting permanent representative at the U.S. Mission to the United Nations and as ambassador to Colombia and El Salvador. Other overseas postings include Saudi Arabia and Geneva. She is married and has two sons.

* retirements

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Anske, Ralph Dhelo	Gardner, Charles E.	Lundi, Mark C.
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 Vance, Merry S.
 Wilson, Robert Clair



William James "Bill" Johnson, 77, a retired Foreign Service communicator, died April 10 in Salisbury, Md. He served in the Air Force before joining the Department in 1978. His overseas postings included Nigeria, Germany, Belgium and Bahrain. He retired in 1990.



Ozzie Lee Turner Sr., 88, a retired general services assistant in the Bureau of European and Eurasian Affairs, died April 19 in Washington, D.C. He served in the Army before joining the Department in 1949. After retiring in 1973, he operated a family dry cleaning business.



William T. Masingill Jr., 83, a retired Foreign Service employee, died Aug. 4 in Chattanooga, Tenn. He served in the Army during World War II and joined the Department in 1949. His overseas postings included China, the Philippines, Italy, Germany, Mexico, France, India, Guinea, Indonesia and Malaysia. After retiring in 1988, he worked for the Virginia State Police. He was an avid amateur radio operator.

Sidney L. Woollons, 82, a retired Foreign Service officer, died May 28 in Morgan Hills, Calif. After working in the U.S. Consulate in Plymouth, England, until it was destroyed by bombs in 1941, he joined a Royal Air Force squadron composed mainly of American volunteers. He returned to the Department in 1946 and retired in 1977. His overseas postings included Antwerp, Vienna, Salzburg, Frankfurt, Winnipeg, Goteborg, West Berlin and Bridgetown.

Ann Marie Sinsabaugh, 87, a retired Foreign Service secretary, died Aug. 11 in Arlington, Va. She joined the Department in 1976 and retired in 1985. Her overseas postings included Haiti, England, Rwanda, Thailand and Cameroon. After retirement, she earned a degree in English from the University of Memphis.

IN THE EVENT OF A DEATH

Questions concerning employee deaths should be directed to the Office of Casualty Assistance at (202) 736-4302. Inquiries concerning deaths of retired employees should be directed to the Office of Retirement at (202) 261-8960.

A Safer World

When the Department's Nuclear Risk Reduction Center and its counterpart in what was then the Soviet Union were established, the idea was to use transparency and around-the-clock communications to avoid misinterpretations, miscalculations or accidents that might lead to nuclear war. As the center celebrates its 20th anniversary in 2007, its mission has expanded to encompass multilateral and international security agreements. While much of this office's work could be called routine, its 14 watch officers reduce the threat of war by building international confidence in U.S. intentions.

The center may not get many headlines, but at the end of the day it does make the world a safer place.

When you need an information fix on Department business or the day's news as seen through Department eyes, where can you go? Try BNET, the Department's 24-hour television station that provides programming to employee desktops in the United States and at 180 worldwide posts. Originally called "Broadcast Network," BNET broadcasts appearances by Secretary of State Condoleezza Rice, daily and special briefings, Congressional hearings, town hall meetings and Department events, punctuated by national and international news.

If you miss a live broadcast of a must-see event, don't worry; just log onto the BNET

Web site and access the video-on-demand archive. If it's important, it's in there.

Giving seems to come naturally this time of the year, with celebratory holidays stretching from November into January.



For federal employees, the spirit of giving is often personified by the Combined Federal Campaign, better known as CFC, which officially began in October. State's goal this year is \$2.1 million, according to the Department's CFC campaign manager. The overall goal for the National Capital Area is \$60 million.

Several Department-related organizations are CFC-qualified charities, including one that provides scholarships for the Diplotots day-care program and another that helps ease the financial burdens of family members of Diplomatic Security officers killed or injured in the line of duty.

When Foreign Service families move overseas, especially to hardship posts, they often find limited opportunities to develop professionally or to even maintain current skills and abilities. Thanks to funding from the Una Chapman Cox Foundation, the Family Liaison Office can help. Over the last three years, FLO has awarded 155 Cox Professional Development Fellowships, mostly in hardship posts, to provide career-enriching activities for Foreign Service personnel and family members. The pilot program has become one of FLO's most popular employment initiatives.

Last but not least, a final salute to our colleagues en route to their final posting: William James "Bill" Johnson; William T. Masingill Jr.; Ann Marie Sinsabaugh; Ozzie Lee Turner Sr.; and Sidney L. Woollons.

Rob Wiley

Rob Wiley
Editor-in-Chief

COMING IN DECEMBER

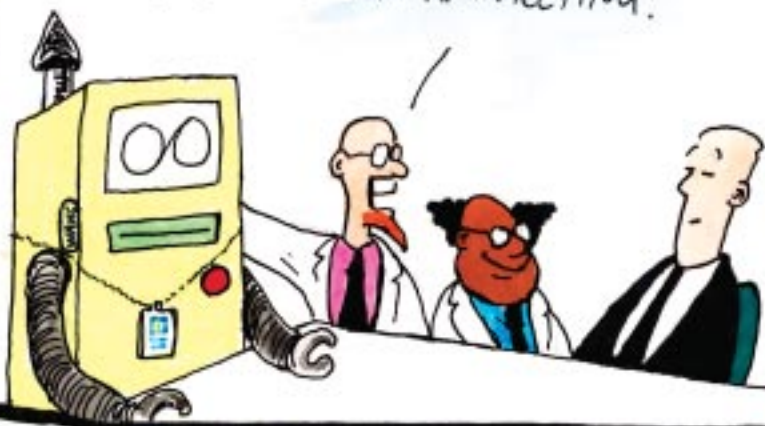
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I DO LOOK FORWARD TO MILKING TIME, DON'T YOU?





Nov. 2007

HEALTH BENEFITS OPEN SEASON BEGINS

The Bureau of Human Resources notes that the 2007 Federal Employee Health Benefits open season runs from Nov. 12 through Dec. 10, 2007. The bureau encourages employees to visit its Intranet Web site and the Office of Personnel Management Web site, <http://www.opm.gov/insure>. The sites provide information about these benefit programs, including enrollment information, links to health plans' Web sites and frequently asked questions, and are updated regularly.



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